1. How did Rinaldi get into this mess?

a) What is Follet's contribution?

Follet’s contribution to this situation: Follet didn’t seem to have a clear plan for training any new employee. She seemed impersonal and uninterested in training Rinaldi. She was clearly favoring Vaughan over Rinaldi for assigning any important and visible work.

b) What is Vaughan's contribution?

Vaughan seemed to have a better relationship with Follet and would use it to his advantage when trying to get good work assignments from Follet. He also used his influence to make sure Rinaldi unofficially reported to her. He allowed his frustration of not getting promoted get to him and affect all his work and interactions with colleagues.

c) What is Rinaldi's contribution?

Rinaldi should have made her expectations more clear. She should have been more assertive in asking for work suited to her skills. And when she saw that she was not able to get what she wanted from this position she should have started to make polite conversations with her superiors to make a move into another department and work with colleagues who were more open to teaching her and where her skills would have been better utilized.

d) What are the contextual factors to consider?

The team’s culture, work ethic, and preconceived ideas about Rinaldi influenced her interactions with colleagues.

2. What could she have done anything differently?

Rinaldi could have been more forthcoming and vocal about her expectations with training and putting her skills to good use to get some high visibility work so that she could make an impact. Instead of gossiping with her colleagues about her situation and venting her frustration she should have talked to her superiors about making a change and setting things right.

3. What should she do now? Please be specific.

a) Should she try to salvage her situation, or decide to leave Potomac Waters?

She should first try to salvage her situation by having clear and open communication with both Follet and Vaughan. She should clearly state her expectations in front of Follet. She should also have a candid conversation with Vaughan and ask Follet for clear demarcation of their responsibilities. She should try to make sure that Vaughan and she have a clear understanding of what’s expected of them since they will be working closely with Follet. She should also be self-promoting her work in a healthy way so that others take notice of her work.

In case things don’t improve and Rinaldi doesn’t see a future in the company, she should consider leaving Potomac. She should reevaluate her career goals, expectations and how to build relationships in a new environment.

b) If she decides to stay, what should she do about her relationship with Follet? With Vaughan? With Berman?

Follet: Seek a candid conversation, express concerns, and request support.

Vaughan: Address the hostile environment, set boundaries, and find common ground.

Berman: Assess their relationship and consider seeking mentorship or guidance1.